GOVERNMENT OF
NEWFOUNDLAND AND LABRADOR

2001-02 Annual Report

Office of the Executive Council

104-04753/

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OVERVIEW OF THE OFFICE OF THE EXECUTIVE COUNCIL

The Office of the Executive Council plays a key role in supporting government's agenda and activities through central coordination and by providing professional, non-partisan support to the Premier and the other Cabinet Ministers.

The Office of the Executive Council is involved in a number of specific initiatives within government. This report documents the commitments, activities and accomplishments of the Cabinet Secretariat, Communications and Consultation Branch, Intergovernmental Affairs Secretariat, and the Strategic Social Plan Office in 2001-02, and the challenges they face for 2002-03.

The Office of the Executive Council includes the central agencies of government: Cabinet Secretariat, Communications and Consultation Branch, Intergovernmental Affairs Secretariat, Strategic Social Plan Office, Treasury Board Secretariat and the Women's Policy Office. Treasury Board Secretariat and the Women's Policy Office have provided separate annual reports for 2001-02 to better inform the public about their respective agencies.

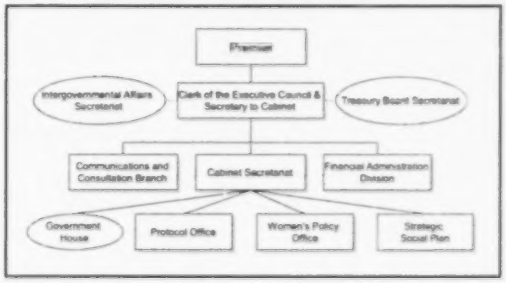

Figure 1: Office of the Executive Council

VISION

The Office of the Executive Council envisions a strong, prosperous and self-reliant province where the rights of men, women and children are respected and all share equally in the opportunities to contribute to and benefit from economic and social development.

MISSION

The Mission of the Office of the Executive Council is to manage the overall operations of government through effective planning and policy development and coordination of program and service delivery.

VALUES

The Office of the Executive Council is guided by the following values:

- Respect for the public and the democratic process;
- Professional integrity in ensuring that the Premier, the Cabinet and its Committees are provided with timely, accurate and comprehensive policy advice and information;
- Respectful and supportive workplaces in which communication, teamwork, diversity, creativity and leadership are encouraged and supported; and,
- Accountability, both individually and collectively, for actions, decisions and performance.

CABINET SECRETARIAT

In line with the overall management responsibilities of the Office of the Executive Council, Cabinet Secretariat ensures the effective and efficient operation of the Cabinet process, provides support to Cabinet and its Committees in setting overall government policy and coordinates initiatives that involve all or several departments.

SHARED COMMITMENTS

Due to the nature of its role as a central agency, Cabinet Secretariat partners with all government departments and agencies to ensure that emerging issues are appropriately managed. It also works with departments and other agencies throughout government to ensure that the Cabinet process, and by association, the policy development process, runs smoothly.

Additionally, Cabinet Secretariat works with the Treasury Board Secretariat's Training Centre to develop and deliver programs designed to increase employee awareness of policy, planning, and the decision-making mechanisms of government. In 2001, Cabinet Secretariat and Treasury Board developed a learning series, "The Decision Making Process . . . From Inception to Implementation", which focuses on the Cabinet submission as one of the key information tools available in the Cabinet decision-making process. This series provides the essential information needed to increase the understanding and efficiency of the decision-making process in government.

KEY PRIORITIES AND ACHIEVEMENTS

Cabinet Secretariat has identified the following strategic issues, which were the focus of some of the activities undertaken in 2001-02.

SUPPORT OF CENTRAL DECISION-MAKING MECHANISMS

Cabinet Secretariat is responsible for the management of the Cabinet process, including provision of administrative support to the Cabinet and its committees and the monitoring of emerging issues requiring the consideration of Cabinet. This includes arranging meetings; preparing and circulating agendas, memoranda and other documents; recording, drafting, and circulating minutes of decisions; ensuring that any necessary actions are undertaken by the appropriate departments and agencies; and maintaining the official records of Cabinet. In 2001-02, Cabinet Secretariat provided support to more than 90 Cabinet and Cabinet committee meetings.

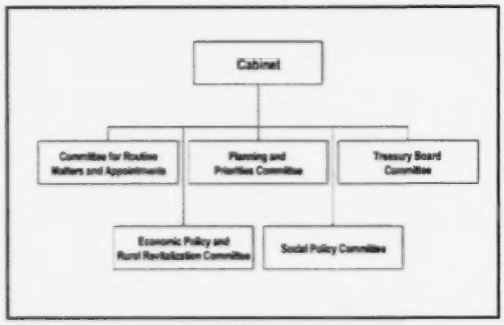

Figure 2: Committees of Cabinet

During the year, Cabinet's Social Policy Committee and Economic Policy and Rural Revitalization Committee visited various areas of the province to focus on the rural and regional priorities for social and economic development. Cabinet also met outside of the Confederation Complex twice in 2001-02.

Cabinet Secretariat provided support by

managing administrative processes and logistics, and by ensuring that Cabinet members had access to all necessary information to make informed recommendations and decisions.

SUPPORT TO THE HEAD OF THE PUBLIC SERVICE

Cabinet Secretariat supports the Office of the Clerk of the Executive Council in its role as Head of the Public Service, through which it is responsible to the Premier for the overall effectiveness of the public service.

ENCOURAGING RECOGNITION

The Public Service Award of Excellence was launched in 2001. This award was established to recognize the outstanding contributions of public service employees in the areas of leadership, innovation, valuing people, and excellence in service delivery. Five teams and 15 individuals were selected to receive the first awards, chosen from 102 individual and team nominations, representing over 600 employees.

FACILITATING COMMUNICATION

The Office of the Clerk of the Executive Council hosts retreats for Deputy Ministers each year. The purpose of the retreats is to provide a forum for Deputy Ministers to plan and discuss government's most recent initiatives and policy decisions, as well as to set future priorities. In 2001-02, two Deputy Minister retreats were held.

Similarly, the Clerk holds weekly meetings for the Deputy Minister group for the purpose of information sharing and engaging in discussion of immediate matters that affect the public service and the people of the province.

> In June 2001, the Clerk of the Executive Council's Senior Management Development Committee hosted a senior management development day for over 300 managers in the public service.

SETTING PRIORITIES

In 2001-02, the Office of the Clerk expanded the focus of the committee of senior deputy ministers charged with responsibility for matters specifically related to senior management development issues. They were tasked to take on broader strategic human resource issues that affect the entire public service.

The mandate of the Strategic Human Resource Management Committee is to make recommendations on the development of a strategic human resource plan for the public service, including an examination of current practices and issues in the delivery of human resource services. It also makes recommendations on operational human resource issues for action by Treasury Board, the Public Service Commission and departmental human resource management units.

ENHANCING OPPORTUNITIES

For a number of years, employees have been seconded from line departments to work in Cabinet Secretariat. The aim of this staffing approach was to enhance the policy development process throughout government by developing capacity in employees and

increasing their understanding of and experience with the Cabinet decision-making process.

In 2001-02, the Office of the Clerk formalized the process whereby government employees with an interest or background in policy development may express their interest in secondment opportunities within the Office of the Executive Council. This is an ongoing development opportunity, intended to encourage employees to gain experience with the Cabinet decision-making process and to provide them with a greater understanding of policy-making.

ENHANCING INTERNAL PROCESSES

Cabinet Secretariat is responsible for establishing, coordinating and communicating throughout government the standards and processes surrounding the Cabinet decision-making process, and for policy development and information management.

INFORMATION MANAGEMENT

In 2001-02, Cabinet Secretariat focused its efforts toward enhancing the effectiveness of its role in the Cabinet process. This was undertaken, in part, through the continued improvement of information management practices, including the development of an electronic correspondence policy, the development and set-up of a central document registry, and continued expansion and refinement of the electronic document management system.

These efforts to improve the management of Cabinet Secretariat's information assets will ensure the security and availability of accurate, comprehensive and current information for the Premier, the Cabinet, Cabinet committees and government departments, now and in the future.

Every Cabinet decision since 1949 is now stored electronically in Cabinet Secretariat's information management database. This information management system ensures that all Cabinet records, from the past and present, will remain intact, accurate and accessible.

POLICY AND PLANNING CAPACITY BUILDING

In the Fall of 2001, Cabinet Secretariat hosted a roundtable session for government employees responsible for policy and planning. This session presented an opportunity to discuss strategic directions for policy and planning, to build capacity, and to facilitate networking among this particular group of individuals.

COMMUNICATING THE PROCESS

The development and implementation of the "Decision-Making Process" learning series was intended to increase employee awareness of the Cabinet process, to improve the level of communication between government departments and Cabinet Secretariat and, thereby, to increase the effectiveness of our policy development and service delivery processes.

The Decision-Making Process ... From Inception to Implementation

Cabinet Secretariat and Treasury Board Secretariat began to develop a learning program focused on the Cabinet decision-making process early in 2001. The course was successfully piloted in February 2002.

PROTOCOL ACTIVITIES

The Protocol division of Cabinet Secretariat is responsible for coordinating events and ceremonies, administering certain awards and recognition programs and advising on protocol matters. This division works closely with the Clerk and Deputy Clerk, among other advisory committee members, to support the development and establishment of province-wide awards and recognition programs, such as the Order of Newfoundland and Labrador as announced in the March 2002 Speech from the Throne.

In 2001-02, the Protocol Office coordinated five diplomatic and consular visits, including state visits from His Excellency, President Jorge Sampaio of the Portuguese Republic and His Excellency Robert Sabga, High Commissioner for the Republic of Trinidad and Tobago.

The Protocol Office also coordinated the nomination process for the Newfoundland and Labrador Volunteer Medal, organizing the presentation ceremony at which the Lieutenant Governor presented 96 medals.

The Protocol Office also coordinated the ceremony at which four Newfoundland and Labrador Awards for Bravery were presented in October 2001.

OPPORTUNITIES AND CHALLENGES AHEAD

Cabinet Secretariat's opportunities and challenges for the future primarily involve further enhancing administrative processes and continually improving capacity in the areas of information management, policy and planning and communication.

- Cabinet Secretariat will continue to refine internal information management practices, and share lessons learned with other government departments.

- Cabinet Secretariat will continue to assist the Clerk celebrate the achievements of our employees through the Public Service Award of Excellence.

- Cabinet Secretariat will improve its ability to provide policy support and coordination to Cabinet, Cabinet committees and government departments through increased cooperation and communication. In 2002-03, the Secretariat intends to modernize methods of communication with government departments through the development of an intranet site.

- Cabinet Secretariat will continue to work with other government departments and Treasury Board Secretariat to enhance the policy and planning capacity in government.

COMMUNICATIONS AND CONSULTATION BRANCH

The Communications and Consultation Branch is responsible for managing the communications function of the Government of Newfoundland and Labrador. The Branch provides communications support to the Premier and coordinates communications across government. The Branch also assumes overall responsibility for communications policy, planning, training and evaluation.

The Communications and Consultation Branch has a total staff complement of 13 employees, inclusive of co-op students.

SHARED COMMITMENTS

The Communications and Consultation Branch works with, and provides centralized support to communications professionals and senior officials in government line departments. Such support includes providing advice on communications planning, providing media monitoring, coordinating website development, coordinating the scheduling of events, facilitating public opinion research, providing multimedia communications support, managing government's news distribution system, providing support for stakeholder consultations and assisting with interdepartmental initiatives.

The Branch provides Cabinet Secretariat officials with professional communications advice and support in addressing interdepartmental issues, and on corporate initiatives such as the Newfoundland and Labrador Volunteer Medal and the Public Service Award of Excellence. Also, Branch staff support Cabinet Secretariat's responsibility for the smooth operation of Cabinet through the analysis of communications matters.

To ensure that public servants understand the role of communications and are able to contribute to government's overall development in that area, the Branch partnered with Treasury Board's Training Centre to develop and deliver training. The Branch helped to identify training needs, develop training programs and assisted professional training staff in the delivery of such modules as writing briefing notes and dealing effectively with the media.

Seeing "The Big Picture"

The Big Picture - the first communications training module - was introduced in 1999 after much work and partnership between the Communications and Consultation Branch and the Training Division of Treasury Board. The goal was to implement a professional communications training program for public servants to provide them with basic, necessary skills for communicating effectively to senior officials and elected representatives.

From *The Big Picture*, the two partners in communications training continued to move forward with modules on writing briefing notes and developing interviewing skills in 2001-02. For the 2001-02 year, 113 public servants received hands-on training regarding government's communications protocols to improve their abilities to communicate and enhance their own professional development.

KEY ACHIEVEMENTS AND PRIORITIES

The Communications and Consultation Branch identified the following key areas as priorities in 2001-02.

SUPPORT FOR GOVERNMENT-WIDE COMMUNICATIONS

The Communications and Consultation Branch's priorities for 2001-02 have been to continue to meet the objectives outlined in its mandate - to provide professional counsel and support to ensure communications and consultation is undertaken responsibly and effectively across government.

Interesting Facts

- The Communications and Consultation Branch edited and distributed 1,448 news releases between April 1, 2001 and March 31, 2002.
- The Branch managed approximately 70 news conferences during 2001-02.
- Communications training for 113 individuals was offered on the Northern Peninsula, in Happy Valley-Goose Bay and St. John's during 2001-02.

INCREASED EFFECTIVENESS AND EFFICIENCY OF INFORMATION MANAGEMENT

Following a strategic planning process undertaken in 2000, one of the Branch's top priorities has been to increase the effectiveness and efficiency of gathering, analyzing and storing information. The Branch ensures that good information on what the people of the province think, based on such research as public opinion polling, is analyzed properly and incorporated in the decision-making process.

PROFESSIONAL DEVELOPMENT OF STAFF

Another strategic priority for 2001-02 was the continued professional development of staff. Primarily, this was achieved through internal training and meetings. The Branch also plays a significant role in identifying and developing future communications professionals within government. To this end, the Branch participated in co-operative education programs and will look to see that government line departments benefit from the new perspectives that students, as future professionals, bring to an organization.

OPPORTUNITIES AND CHALLENGES AHEAD

The Communications and Consultation Branch faces a number of challenges in the future, including improving internal communications, developing and enhancing staff capabilities and developing communications capacity throughout government.

INTERNAL COMMUNICATIONS

The Communications and Consultation Branch, as the lead agency responsible for government communications, will strive to enhance internal communications within the Office of the Executive Council and throughout government as a whole.

To do this, the Branch will continue to build its relationship with Treasury Board's Training Division to develop training in this area. The Branch will also continue to build on the research done in the field of internal communication by co-operative education students, and explore the possibility of a staff person assigned to internal communications.

STAFF DEVELOPMENT

The Communications and Consultation Branch will be challenged by the continued growth in the volume and complexity of information it must manage and by the high demands placed upon staff because of the high standards the Branch has set for itself. Management of information will be a skill which professionals in the Branch must continue to refine to ensure important and relevant information is available in the decision-making process.

To meet this challenge, the Branch will build on existing efforts to improve operations and services, with a more strategic emphasis placed on document management.

ENHANCING COMMUNICATIONS CAPACITY

Communications and Consultation will be expected to respond to a greater number and variety of requests from government departments for communications support and guidance in advancing government's broad agenda.

The Branch plans to build on its existing communications training, and develop new modules to ensure that employees can learn or improve necessary skills. For example, the Branch intends to work with the Training Division to introduce a new module in 2002-03 on public consultation to help build capacity in that area across government departments, improving government's overall ability to consult more effectively with stakeholders.

INTERGOVERNMENTAL AFFAIRS SECRETARIAT

The Intergovernmental Affairs Secretariat (IGA) is the central source of support and advice on intergovernmental relations through the Minister for Intergovernmental Affairs. This central-agency approach ensures that the Province's interests are presented and promoted in a consistent and strategic manner.

SHARED COMMITMENTS

The Secretariat acts as lead representative, advisor or coordinator depending on the nature of the assignment. The Secretariat leads on matters such as national unity, defence and military matters, and immigration. In other areas, the Secretariat works directly with a lead department to ensure that the Province's intergovernmental strategy and agenda is considered and consistent. Where a number of departments are engaged in an intergovernmental matter, the Secretariat ensures there is a necessary degree of coordination between departments.

The Intergovernmental Affairs Secretariat works closely with other departments and with provincial, federal and international governments, with the understanding that a significant part of the Intergovernmental Affairs Secretariat role is to facilitate and support the work of others.

KEY ACHIEVEMENTS AND PRIORITIES

The Intergovernmental Affairs Secretariat has many broad and varied priorities. In 2001-02, IGA continued to voice the Province's concerns and protect its interests in intergovernmental forums.

REPRESENTING THE PROVINCE'S INTERESTS

The Intergovernmental Affairs Secretariat focused on the following issues in 2001-02:

COUNCIL OF ATLANTIC PREMIERS (CAP)

The Intergovernmental Affairs Secretariat worked with the other Atlantic provinces and line departments in developing an Atlantic Action Plan for regional cooperation, which was presented to Premiers at the November 7 - 8, 2001 CAP meeting in St. John's. IGA monitored the implementation of the Action Plan.

NATIONAL DEFENCE

IGA, as the lead provincial government agency, in cooperation with the Departments of Environment, Tourism, Culture and Recreation and Labrador and Aboriginal Affairs, facilitated efforts to enhance training opportunities at CFB Goose Bay through the establishment of an enhanced Practice Target Area in Labrador. IGA also examined the possible evaluation of unmanned military surveillance drones.

OFFSHORE BOUNDARY DISPUTE

In cooperation with the Department of Mines and Energy and the Department of Justice, IGA helped to coordinate provincial policy and strategy related to the offshore boundary dispute between Newfoundland and Labrador and Nova Scotia.

CONTINENTAL ENERGY POLICY

IGA worked with the Department of Mines and Energy and the Labrador Hydro Project to develop the Province's response to federal efforts to create a coordinated North American energy market. Furthermore, IGA worked with the Canadian Embassy in Washington to promote the development of Newfoundland and Labrador's oil, gas and hydro reserves to the United States, and successfully extended an invitation to the U.S. Ambassador to an in-depth briefing regarding the proposed Lower Churchill hydro project.

OPPORTUNITIES AND CHALLENGES AHEAD

The Intergovernmental Affairs Secretariat will continue to work with its partners to further the Province's intergovernmental priorities in 2002-03.

HEALTH CARE

Health care systems in Canada are at a turning point - changes are required to continue to meet the needs of the current population and to be available for future generations. IGA will continue to work with the Department of Health and Community Services to follow through on a variety of national initiatives on health care, including those which may result from the Kirby Report and Romanow Commission.

CLIMATE CHANGE

The federal government's plans to move ahead with the Kyoto Protocol. This could have major implications for the provincial economy. Intergovernmental Affairs Secretariat continues to work with the Departments of Environment and Mines and Energy to ensure that greenhouse gas reduction measures do not negatively affect the province's economy.

OFFSHORE REVENUES

Newfoundland and Labrador will seek ways and means to retain a greater share of offshore petroleum revenues, either through changes within the Equalization Program, or through the Atlantic Accord. IGA will continue to work on this issue with the Premier and the Department of Finance.

COST-SHARED AGREEMENTS

Federal-provincial cost-shared economic development cooperation agreements have served the federal and provincial governments well in the past. The federal government's unilateral decision to move away from this model of federal-provincial cooperation in favour of a more pan-Atlantic and unilateral approach is of grave concern, both to the Province and key economic development stakeholders such as business and industry organizations and community economic development agencies.

IGA will continue to work with and lobby our federal counterparts to ensure that Newfoundland and Labrador is a participant in federal/provincial/territorial agreements that are of benefit to economic development.

NATIONAL DEFENCE

The military presence has always been important in the province with the Goose Bay base providing some $97M to the provincial GDP and $35.7M (net) to federal government revenues in 1999. Intergovernmental Affairs continues to work with the federal government, MOU signatories and local stakeholders to see how the use of the base can be maximized and to look at ways of increasing interest in the base.

FISHERIES

Foreign vessels continue to prosecute fisheries on the Nose and Tail of the Grand Banks in violation of quotas and conservation rules established by the Northwest Atlantic Fisheries Organization (NAFO). Intergovernmental Affairs is working with the Department of Fisheries and Aquaculture to press the federal government to achieve improved performance within NAFO, and to explore alternative approaches for the management, conservation and rebuilding of straddling stocks.

STRATEGIC SOCIAL PLAN OFFICE

Government's Strategic Social Plan was launched in 1998. The implementation of the Strategic Social Plan (SSP) is coordinated by the Strategic Social Plan Office of the Executive Council.

The Office provides overall direction and support for the implementation of the SSP, including internal and external communications, budget preparation and monitoring, general administration and operations support, departmental liaison, liaison with and support for the Regional Steering Committees, development of the framework for the Social Audit and support for the work of the Premier's Council on Social Development.

The province is divided into six SSP regions: Northeast Avalon, Avalon, Eastern, Central, Cormack-Grenfell and Labrador.

Figure 3: SSP Regions

Implementation in each region is supported by a Regional Planner, who works with a Regional SSP Steering Committee. Committees include representatives from health, education and economic zone boards, as well as representatives of federal, provincial and municipal governments and other community partners.

The Premier's Council on Social Development provides advice and guidance to government on the implementation of the SSP. Members of the Council are selected to provide a diverse mix of perspectives and experience and serve as individuals rather than as representatives of their respective organizations. Members are selected based on criteria such as: regional representation, knowledge of social and economic development issues, a willingness to commit the time to Council and ability to represent special interest groups (for example, youth or disabled persons).

The key economic and social data and the analysis required for evidence-based decision making is provided through the Community Accounts. The Accounts were developed specifically to support the implementation of the SSP and to allow for the Social Audit.

SHARED COMMITMENTS

A working group, consisting of members of the Premier's Council on Social Development, the Newfoundland Statistics Agency and the SSP Office, was struck to develop a basic conceptual framework for the Social Audit.

On September 18, 2001, the Council submitted a report on the Social Audit to the Premier and Minister responsible for the Strategic Social Plan. The report was reviewed by government

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and helped in the development of the framework for the process and content of the Social Audit. Advisory input on the conceptual framework is nearing completion, after which the Council's attention will turn to monitoring and advising on implementation of the Audit.

In October of 2001, the Strategic Social Plan Office invited Assistant Deputy Ministers of the social departments to sit on the Regional Steering Committees in an effort to strengthen the linkage between the committees and the provincial government. ADMs were given an orientation to the SSP and an overview of the activities in the regions.

KEY ACHIEVEMENTS AND PRIORITIES

Early in 2001, Regional Planners for the Strategic Social Plan were hired for the Northeast Avalon, Avalon, Eastern, and Labrador regions, and Steering Committees in these regions were either beginning to discuss common regional issues or meeting for the first time.

The Steering Committees developed initial plans, held retreats, clarified roles and developed executive structures. The Central and Cormack-Grenfell regions were further along in their planning and began to develop more clearly defined agendas. Each region is planning to develop its own regional work plan.

NORTHEAST AVALON

The Northeast Avalon Committee selected Early Childhood Development as its main focus. This will include researching the current regional situation and best practices and developing a long-term work plan for the region.

AVALON

The Avalon Committee identified a need to consult with communities to ensure more community participation and input into the direction of the SSP. They began preliminary work on early literacy as a focus for the region.

EASTERN

The Eastern Committee developed a multidimensional framework for discussion and action with an emphasis on volunteerism, community engagement and building working partnerships. They also held a volunteer conference in September.

CENTRAL

The Central Region was the first to establish an SSP Steering Committee and has engaged communities in the region with a series of small scale local initiatives. Leadership development, volunteer training and recognition, transition from school to post secondary, school retention issues and community training opportunities have been part of the committee's agenda. This committee has also developed recommendations for early childhood enrichment.

CORMACK-GRENFELL

The Cormack-Grenfell Committee developed a strategic regional plan and is currently working on enhancing the volunteer sector, implementing a human resource strategy and developing career awareness forums for youth.

LABRADOR

The Labrador Committee has chosen to focus on recreation in communities in order to build community cohesiveness and provide opportunities for Labradorians to participate in community activities. Sub-committees are working on issues related to the recruitment and retention of professionals, integrated health care

delivery and improving information between post-secondary training choices and work opportunities.

OPPORTUNITIES AND CHALLENGES AHEAD

The SSP faces a number of challenges including completion of the first ever Social Audit, supporting the ongoing work of regional committees, enhancing staff capabilities and ensuring effective communications among and between departments and with regional committees to advance the goals of the SSP.

REGIONAL DEMONSTRATION PROJECTS

Most of the regional demonstration projects funded by the SSP had ended by March 31, 2001, and final project reports were submitted throughout 2001. Government's main goal with the demonstration projects was to involve community groups in a search for more effective responses to social development issues.

The SSP provided funding for demonstration projects only. There was no commitment to continue funding of projects through the SSP. Rather, the results of the successful demonstration projects may be used to encourage departments and agencies to incorporate these "best practices" into their ongoing programs and policies. Some of these best practices may be specific to the individual services delivered by separate projects; other best practices will likely reflect more on how government can effectively work with the voluntary sector to deliver innovative services.

While demonstration projects were a time-limited initiative, some funding will be provided to regional steering committees for implementation activities.

FINANCIAL STATEMENTS

OFFICE OF THE EXECUTIVE COUNCIL
STATEMENT OF EXPENDITURE AND RELATED REVENUE - SUMMARY
FOR THE YEAR ENDED MARCH 31, 2002

		Estimates		
		Actual	Amended	Original
		$	$	$
PREMIER'S OFFICE				
2.1.01	Premier's Office	$1,324,769	$1,377,600	$1,059,500
CABINET SECRETARIAT				
2.2.01	Executive Support	$972,121	$1,090,800	$1,087,200
2.2.02	Economic and Social Policy Analysis	$399,785	$439,400	$440,300
2.2.03	Offshore Fund - Administration	$114,645	$133,700	$143,700
	Less Revenue	($67,405)	($97,700)	($97,700)
2.2.04	Economic Renewal Agreement	$144,500	$166,100	$166,100
	Less Revenue	($29,319)	($83,000)	($83,000)
2.2.05	Advisory Councils on Economic and Social Policy	$227,822	$270,900	$313,200
2.2.06	Protocol	$323,157	$366,900	$619,700
2.2.07	Senior Management Development Committee	$104,561	$200,000	$25,000
	Total Cabinet Secretariat	$2,189,867	$2,487,100	$2,614,500
INTERGOVERNMENTAL AFFAIRS SECRETARIAT				
2.3.01	Minister's Office	$256,198	$285,800	$275,100
2.3.02	Executive Support	$590,140	$626,200	$535,700
2.3.03	Policy Analysis and Coordination	$640,579	$672,200	$617,900
	Total Intergovernmental Affairs Secretariat	$1,486,917	$1,584,200	$1,428,700
COMMUNICATIONS AND CONSULTATION				
2.4.01	Communications and Consultation	$607,993	$646,300	$540,600
2.4.02	Internet Operations and Graphic Support	$99,953	$114,300	$187,300
	Total Communications and Consultation	$707,946	$760,600	$727,900
FINANCIAL ADMINISTRATION				
2.5.01	Financial Administration	$797,747	$837,100	$785,100
STRATEGIC SOCIAL PLAN				
2.6.01	Strategic Social Plan	$1,916,713	$2,000,000	$2,000,000
WOMEN'S POLICY				
2.7.01	Women's Policy Office	$1,295,372	$1,382,100	$1,412,500
2.7.02	Provincial Advisory Council on the Status of Women	$207,600	$207,600	$207,600
	Total Women's Policy	$1,502,972	$1,589,700	$1,620,100
TOTAL OFFICE OF THE EXECUTIVE COUNCIL		**$9,926,931**	**$10,636,300**	**$10,235,800**

Please refer to Volume III of the Public Accounts, which were previously tabled in the House of Assembly, for detailed financial information.